

MEMORANDA OF CONVERSATIONS CONCERNING THE PUBLICATIONS PROCUREMENT PROGRAM

| OUTLINE OF CONTENTS  | Page |
|--|------|
| 1. Coordinated Basic Requirement   | 1    |
| 2. Guidance of the Publications Officer from Washington                      | 1    |
| 3. Annual Evaluation of Foreign Service Reporting                            | 2    |
| 4. Accessions Lists  | 2    |
| 5. Use of Commercial Procurement Channels                                    | 2    |
| 6. Participation of Non-IAC Agencies in the Program                          | 2    |
| 7. Exchange of Observers between the Exploitation and Procurement Committees | 3    |
| 8. Periodic Newsletter   | 3    |
| 9. Exchange of Copies of Pertinent Communications between Interested Parties | 3    |
| 10. Commendations  | 3    |
| 11. Briefings of Part-time PO's  | 4    |
| 12. Direct Transmission of Publications from Dealers to Department           | 5    |
| 13. Declassification of Communications Pertaining to Program                 | 5    |
| 14. Transmission of Outgoing and Incoming Communications                     | 5    |
| 15. Regional Responsibilities of Full-time PO's                              | 6    |
| 16. Tour of Duty Report by Publications Officers                             | 6    |
| 17. Duplication in Selection of Publications                                 | 7    |
| 18. Qualifications of Full-time Publications Officers                        | 7    |
| 19. The Coordinator for Publications   | 8    |
| a. Rank  | 8    |
| b. Position in the Department  | 8    |
| c. Qualifications  | 8    |
| d. Responsibilities  | 9    |
| e. Coordinator's relationship with ICD/FP                                    | 10   |
| f. Coordinator's staff   | 10   |
| g. Fiscal support for the Coordinator  | 10   |
| Annex: The Relationship of the Graphics and Publications Programs            | 11   |

## MEMORANDA OF CONVERSATIONS

## Participants

For the Department: Mr. Leo M. Goodman  
Mr. Fred Shipman  
Mr. Richard P. Calhoun

For CIA: [REDACTED]

25X1A9a

The following is a point-by-point summary of conversations held on July 11, July 18 and July 23, 1958, between [REDACTED] of CIA and Mr. Goodman of the Department et al, concerning the publications procurement program.

1. Coordinated Basic Requirement

At present, LR in the Department and ICD/FP prepare and transmit to the field separate requirements for basic publications. It was felt that a single coordinated basic requirement should be prepared, which would represent the needs of all participating agencies and organizations for publications of this nature. A combined requirement would simplify the PO's task, a very desirable goal for the ad hoc PO's especially. During the discussion, it was pointed out that there might be substantial variations in the requirements for basic documents from region to region, or in some cases, country to country. It was decided that, where feasible, the requirement may be broken down into area editions. ICD/FP was given the task of preparing the requirements in full coordination with LR and the various participating agencies. A draft was to be ready about August 1.

done 8 Aug.

2. Guidance of the Publications Officer from Washington

Mr. Goodman, drawing upon the experiences of his African trip, felt

Acq. Action that much might be done in providing the ad hoc PO with information and guidance on the procurement techniques and sources applicable to two or more sample kits to be prepared. his area. This might include information on local sources (e.g. Include pertinent section A for learned societies, universities, research institutions). Our support Service Manual. perhaps a summary of publishing in the country or area. Cite a collection of materials which would help acquaint him with his general guidance instructions, tasks. It was agreed that each area coordinator of ICD/FP will general evaluations on area, current want list of hard-to-get titles. Keep it small, but use some imagination.

C O P Y

prepare a pilot study on one country to determine the feasibility and usefulness of the operation.

### 3. Annual Evaluation of Foreign Service Reporting

Beginning with the Annual Evaluation for 1978, the comments of ICD/FP and of LR will be synthesized with those of the research analysts when preparing the evaluation of publications procurement. The initiative will be taken by CLB in coordination with the Requirements Staff of ICD.

### 4. Accession Lists

Cf. checklist  
of USSR  
Periodicals

Comments were made that greater effort should be made in the production of accessions lists. Such lists should include the accessions of all agencies. In the past, the armed services have not indicated a willingness to cooperate. This has resulted, among other difficulties, in the practice of different components bidding against each other for certain materials. Because of the breadth of the problem, it was agreed that the matter should be taken up by PROCIAC, no other action to be taken at this time.

### 5. Use of Commercial Procurement Channels

Acq. Br. Action

1 - page  
briefing note  
to be prepared  
for PROCIAC

The feasibility of making fuller use of commercial channels of procurement was discussed. Mr. Shipman outlined the practice of LR in dealing directly with commercial houses in order to avoid saddling the PO with extra work. [REDACTED] outlined the difficulties that the Agency has with this approach. He discussed the three types of procurement, serials, selection and repeat copies. He saw no objection to the maximum use of commercial channels for the first and third categories, but felt that it is not entirely feasible for selection. For the Agency, there is the problem of security. It was then agreed that action on this matter be referred to PROCIAC.

25X1A9a

### 6. Participation of Non-IAC Agencies in Program

25X1A9a

[REDACTED] discussed the informal committee composed of the several government agencies interested in scientific and technical procurement. He mentioned that the Department had been invited to send a representative,

~~Copy~~

but had not responded.

7. Exchange of Observers Between Exploitation and Procurement Committees.

25X1A9a

██████████ suggested that it would be extremely useful if the Procurement Committee had a member sitting in Exploitation Committee meetings because of the close relationship, function and interest. Mr.

Being done

Goodman agreed on the value of this procedure, and ██████████ 25X1A9a

25X1A9a

suggested that ██████████ would be a suitable person to do so.

8. Periodic Newsletter.

Both the Agency and the Department agreed on the usefulness of a periodic newsletter. There was some discussion over the frequency, but it was agreed that it would be best to avoid firm periodicity. It was decided that a newsletter would be produced several times a year as necessary or desirable. ██████████ suggested that it should be

25X1A9a

informal in nature, written to the PO and not in the form of an instruction. The use of postscripts to reproduced letters for the purpose of adding information or materials pertinent to a specific post was examined with favorable agreement. The letters are to be prepared by ICD/FP.

First issue sent out in Aug. (?)

9. Exchange of Copies of Pertinent Communications Between Interested Parties.

25X1A9a

██████████ stated that ICD/FP should like to see, before transmission, communications to the field prepared by ICD concerning the publications program. Mr. Goodman agreed on the usefulness of this procedure, and stated that in the future this would be done whenever possible.

Acq. Br. to prepare draft of note for PROCIAC

There was further discussion on the desirability of instituting an exchange of appropriate communications to and from the field between the several intelligence agencies. It was agreed that action in this matter should be referred to PROCIAC.

?

10. Commendations.

25X1A9a

██████████ and Mr. Goodman agreed that a distinction should be made between a true commendation, representing a recognition of unusual and significant service, and an acknowledgement in which appreciation is expressed for accomplishment of some possibly difficult though

expected task. Only the former should serve as the basis for a special <sup>instruction</sup> ~~despatch~~ and be brought to the attention of the chief of mission.

should be  
unclassified  
if possible

11. Briefings of Part-time PO's.

The desirability of developing a feasible procedure for briefing the part-time PO's was recognized, but the lack of funds for their travel precludes any large-scale program of briefing in Washington. While it was agreed that all efforts be made to take advantage of the presence of the ad-hocs in Washington on consultation or home leave, it was felt that, at present, the principal solution would have to be found in the field. In those parts of the world where the full-time PO's have regional responsibilities, a program of authorizing travel for the ad-hoc to the city in which the appropriate full-time PO is located for briefings by the latter might provide a satisfactory solution. It was agreed that optimum results would be obtained if the part-time PO could visit the full-time PO very shortly after his acceptance of the procurement responsibilities.

lecture at  
PSI desirabl

25X1A12a

25X1A12a

raised 25X1A9a

Acq. Br to  
ask 1 or 2  
PO's to  
write article  
suitable for  
Foreign Service  
Journal

the suggestion that it would be very useful to encourage the Foreign Service Journal to carry an article on the work of the PO, both to advertise the program within the Service and, thereby, to acquaint various of the part-time PO's with a few of the common problems.

Another approach to the briefing problem was discussed, in which an attempt would be made to assure continuity in the procurement effort by immediate designation of a successor to the reassigned PO, and, when possible, request that the PO's replacement, who would usually be available in Washington for briefings, be so designated. While such a procedure would serve to provide an opportunity for briefings, Mr. Goodman pointed out that the designation of a part-time PO was the prerogative of the principal officer. Any action by IHR which could be construed as impinging on this prerogative should be discouraged. However, CIB will regularly check the AAB (assignments) report for notification of the reassignment of a part time PO so that, where

COPY

C O P Y

possible, the Department can assist the post's transition from one PO to another in an orderly manner.

12. Direct Transmission of Publications from Dealers to Department.

The burden which is sometimes imposed upon the part-time PO by the need to accept from dealers publications destined for the Department, to repack them and to ship them on was raised by Mr. Goodman. The situation in Geneva caused by the quantities of materials originating in the WU which the Consulate had to handle was cited as a case in point. [REDACTED] recognized this problem, and in the case of serial publications, accepted the procedure of direct transmission by the dealer. In the case of materials selected by the PO, the problem of payment precluded immediate acceptance of direct transmission. The feasibility of this procedure would vary considerably from area to area. [REDACTED] stated that the Agency would look into the matter and then draft a memorandum to all PO's on the subject.

25X1A9a

Acq. Br. to draft circ. instruction asking selected posts to explore feasibility of direct shipment from dealers and publishers

25X1A9a

13. Declassification of Communications Pertaining to Program.

It was agreed that the lowest classification permissible is desirable for use in communicating between the Department and the posts. Declassification would permit the post's local employees to assist the PO with clerical work, and in some cases, even to participate in the procurement effort. The question was raised whether Official Use Only precludes the use of locals. I FSM II 911.41 and I FSM II 911.42 explain that the designation, Limited Official Use, precludes handling by local employees. Material administratively classified Official Use Only may be handled, when necessary, by locals. CIA agreed to check with their security people on this matter so far as it pertains to ICD/FP.

Acq. Br. to get informal opinion on meaning of Official Use Only. Also to check with ICD on this.

ICD  
Action?

14. Transmission of Outgoing and Incoming Communications.

It was agreed that there would be, at the present time, no change in the procedure for signing and routing communications between the posts and ICD/FP. As before, the Chief of ICD will sign all instructions. However, [REDACTED] would henceforth receive and telegrams. It was agreed that ICD will retain copies of all

being done

C O P Y

C O P Y

incoming CI's as soon as they are received [REDACTED] ICS will then be 25X1X4  
 in a position to assist in drafting a reply or to suggest action, as  
 will be suitable.

15. Regional Responsibilities of Full time PO's.

It was recognized that the Foreign Service Manual (4 FPM 943) states  
 that the full time PO's with regional responsibilities shall provide  
 professional guidance to the ad hoc PO's within their areas. There  
 was discussion of the meaning of "guidance," whether it meant  
 supervision or merely assistance. Mr. Goodman pointed out that it would  
 be impossible for the part time officer to take orders from an officer  
 in another post, because this would circumvent the part time PO's  
 principal officer and place the PO in a difficult position toward  
 his other responsibilities. It was also noted that although the  
 Manual provides that both full time and part time PO's should travel 25X1A12a  
 as necessary, it has been difficult to obtain funds for travel purposes  
 in sufficient quantity. [REDACTED]

25X1A12a

no exploring  
 by Ly, except  
 in full coor-  
 dination with  
 DAD/CR

25X1A12a

16. Year Report by Publications Officers.

The usefulness of a periodic report by the PO's to the Department  
 was discussed. [REDACTED] suggested that such a report be avoided  
 unless some major purpose would be served because of the PO's lack  
 of time for such effort. It was suggested that an annual report

25X1A9a

covering local techniques, sources, potentials, and problems would be of value both to the Department and to a PO's successor. It was agreed, however, that the report would be best as an "end-of-tour" report, to be prepared some 3 months before resignation. To simplify it, a report form will be prepared by ICD/FP for the use of the PO. It will also provide for appropriate comments from [REDACTED] USIS, the Attaches, etc.

25X1A6d

17. Duplication in Selection of Publications.

The problem of selection of duplicate materials at different posts was discussed. Mr. Goodman illustrated the problem with the situation in Africa where the same material was often available both in the colonies and in their European capitals. At present there is no clear understanding about who is to purchase such publications. Mr. Shipman explained IR's difficulty in this regard. He stated that IR doesn't have enough money to give blanket authorization to purchase these items even though they might be duplicates of materials already purchased elsewhere. This is in contrast to ICD/FP policy of encouraging the PO's to select items even though they might be duplicates. It was agreed that in the future the basic responsibility for procurement will be in the area of publication. Exceptions to this, including those not available where published, will be listed on a Quarterly Want List, to be made up by ICD/FP. With particular regard to the African problem, lateral communication between PO's in the metropolitan capitals and the colonies will be encouraged to work out specific problems of this nature. If in doubt, the part time PO in the colony will purchase the item for WF and notify the PO in the metropolitan capital.

18. Qualifications of Full-time Publications Officers.

[REDACTED] indicated his hope that the Department will always appoint full time Publications Officers who are fully qualified for the work. Mr. Goodman concurred in the desirability of this practice, but pointed out that the responsibility was largely up to PER and the several bureaus. This Division can, however, exert those responsible to choose only officers with the necessary qualifications. For this

Acq. Br. to draft report from outline.

Acq. Br. to start assembling Want List, perhaps on regional basis.

To be incorp. in OM's and instructions, with copy to metropolitan capital and to colonial post.

25X1A9a



Acq. Br to draft list of qualifications. Show to CIA Ly before further drafting with ICD.

purpose, it was agreed that ICD/FP, in cooperation with ICD, would prepare a paper incorporating a list of desired background and personal qualities for submission to PER. PER would be requested to use this paper as a guide in their selection of full time PO's.

19. The Coordinator for Publications.

The third of the three meetings was given over to a discussion of the proposed Coordinator for Publications, his rank, qualifications and responsibilities.

A. Rank: The Agency had anticipated that the Coordinator would be approximately a GS-17; however Mr. Goodman pointed out that it would not be suitable for him to be higher than a GS-15 if he is to be attached to IRC because that is the rank of the Director of that Office.

B. Status: [REDACTED] expressed the hope that the Coordinator might be in a position analogous to the Map Coordinator [REDACTED]

Mr. Goodman pointed out that the map program and the publications program are not analogous for several reasons, among them the great degree of Departmental concern for publications procurement and the extent to which Foreign Service personnel participates in it.

C. Qualifications: In addition to qualifications relating to past experience in the field of publications procurement (or an equivalent aptitude), familiarity with Foreign Service procedures, and other professional capabilities, [REDACTED] expressed the view that the Coordinator should be very sympathetic and even enthusiastic for the program and must be willing to travel overseas extensively. The Agency is quite concerned over the problem of rotation in the Department and the loss of continuity that frequent reassignment of a Foreign Service Officer might entail. Mr. Goodman pointed out the desirability of filling the position with a Foreign Service Officer who has the proper Foreign Service background and prestige to sell the publications program aims to the overseas posts and the publications officers. He noted that under present policy a four-

W/O  
PMT

year tour of duty in Washington will be standard for Foreign Service Officers. This would dispose of the rotation problem and would make it possible to put a Foreign Service Officer in the position for a four-year period. If a suitable FSO could not be found, he broached the possibility of finding a retired or retiring FSO for the position. He stated that the Department, as a last alternative if no candidate could be found among present or former FSO's, might consider appointing a Civil Service employee with suitable background. It was agreed that the Coordinator should be acceptable to both the Department and the Agency.

- D. Responsibilities: The following responsibilities were tentatively accepted as appropriate for the Coordinator:
- (1) Coordinate certain procurement operations in Washington.
  - (2) Receive allotments from IRE and authorize their expenditure.
  - (3) Sit on all appropriate committees, including the non-IAC committee on scientific and technical publications chaired by IRE.
  - (4) Chair the informal working group made up of appropriate personnel representing the various participating agencies on operational matters.  
to be
  - (5) Sign or clear all communications to the field or other agencies.
  - (6) Represent the program in discussions with the several Departmental bureaus on matters such as budgetary appropriations, travel, etc.
  - (7) Make trips overseas and chair meetings of Publications Officers.  
It was estimated that he would be required to take at least one major trip per year.
  - (8) Recommend overall policy to PROCIAC for their action, and generally direct the overseas procurement efforts. The Coordinator is conceived as the staff arm of PROCIAC.
  - (9) Brief appropriate outgoing personnel and FBI classes when possible.
  - (10) Advise and assist FBI and the bureaus on the appointment of full-time FO's.

E. Coordinator's Relationship

25X1C4a

25X1C4a

it was recognized that it would be desirable to define the relationship between the Coordinator and that branch, which is the main workhorse in the program. Mr. Goodman thought that, at the start, it may not be necessary to spell out their responsibility and authority vis-a-vis each other in other than general terms. In the long run, he said, this would depend on the degree of cooperation that existed between them. Experience and trial-and-error, he thought, might eventually serve to define this relationship more clearly.

F. Coordinator's Staff: It was agreed that it would be desirable to have an assistant at about the GS-9 level, possibly a junior FSO. It was suggested that this position would be good training for future full-time FO's. In addition, one or two secretaries would be required.

G. Fiscal Support of Coordinator and Staff: It was recognized that the major obstacle to this position would be the difficulty of obtaining adequate funds.

25X1A12a

25X1A12a